



Department of Energy Executive Safety Conference

Improving the contribution of operating
experience, performance monitoring and
analysis, and lessons learned to integrated
safety management

Session 3

Denny Ruddy, Chair

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Breakout Session 3

Feedback for Improvement

- Panel Chair
 - Denny Ruddy, BWXT Pantex
- Panel Members
 - Everett Beckner, NA-10
 - Paul Golan, EM-1
 - Mike Mallory, BWXT Pantex
 - Keith Christopher, OE-10
 - Bob Pedde, Westinghouse, SR

Integrated Safety Management

Session #3 ➡



Feedback for Improvement

- Available
- Visible
- Meaningful

Our Process

- Topic Discussions
 - State the Objective per A,V, M
 - What do we have now – the gap
 - Potential solutions or actions (strawman)
 - Open discussion
- Cover Each Topic in Series
- Capture Ideas for Presentation
- Define Path Forward

Metrics/Management Attention Feedback for Improvement

How do we know how we are doing?

We do what the boss inspects, not what the boss expects.

Objective: To implement a simple set of standard performance indicators for use by Contractors and DOE field and headquarters which:

- ✓ Is timely and consistent.
- ✓ Provides key performance information at a glance.
- ✓ Depicts trends versus events.
- ✓ Allows “drill down” to identify issues/actions.

Metrics/Management Attention

Strengths <ul style="list-style-type: none">• Business and financial data exist• Some standard metrics mandated	Weaknesses <ul style="list-style-type: none">• Too many trailing indicators• Vary site to site• Lack clarity• Corporate “need” not clearly communicated
Opportunities <ul style="list-style-type: none">• Relate to site incentives• Focus for site objectives• Opportunity for benchmarking	Threats <ul style="list-style-type: none">• “Hammer”• Zeal for standardization

Occurrence Reporting and Processing System

How do we record what we are doing?

Objective: Maximize the use and quality of our data. Make the data systems work for “us” and help drive safety improvement. Use this system to learn.

Occurrence Reporting and Processing System

Strengths <ul style="list-style-type: none">• Have system that links sites• Ability to trend	Weaknesses <ul style="list-style-type: none">• Data overload• Little value at site• Threshold too low• Expensive to maintain• Not tied to ISM
Opportunities <ul style="list-style-type: none">• Change to reinforce ISM principles• Streamline to be useful at various levels• Potential to consolidate systems	Threats <ul style="list-style-type: none">• “Hammer”• Impact on fee earned• Not related to site response

Corporate Problem Solving

How do we play nice?

Objectives

- A process that effectively identifies and resolves broad safety issues across the DOE Complex before these result in significant events or re-occurrences.
- An open, seamless and no fault process that allows the free flow of information and knowledge across both organizational and company lines.

Corporate Problem Solving

Strengths <ul style="list-style-type: none">• Recent contracts recognize need• Plant multi-site initiatives• Parent corporation	Weaknesses <ul style="list-style-type: none">• Localized solutions• Many voices of DOE• No field ownership of HQ issues
Opportunities <ul style="list-style-type: none">• Leverage best practices• Increased incentives• Speed improvements	Threats <ul style="list-style-type: none">• Implied criticism• Risk/reward• “Hammer”• Local customer focus

Sharing Best Practices

Who gets it?

OBJECTIVE

In a cost-effective manner, make innovative business practices that address site specific safety problems available to all DOE facilities. Present the information in a manner that allows the reader to evaluate the problem/solution and assess the applicability of the business practice at their own site.

Best Practices

Strengths <ul style="list-style-type: none">• Lots of information available• Customer support• Parent companies	Weaknesses <ul style="list-style-type: none">• “NIH” (not invented here)• Lack of common metrics• Program maturity• Knowledge of best/world class
Opportunities <ul style="list-style-type: none">• Accelerate improvements• Start with “better” practices• Goal setting	Threats <ul style="list-style-type: none">• Management of expectations• We are unique

Path Forward

- Champion – D. Ruddy
- Subject Champions
 - Metrics/management focus
 - B. Pedde
 - ORPS
 - P. Golan
 - Best Practices
 - M. Mallory

Path Forward (cont'd.)

- Solicit membership on teams
- January meeting to establish action Plan
- Report progress at spring ISM conference and a path forward for full implementation